



SPS/FPS

Agenda

March 15, 2018

1. Approval of minutes for 11/30, 2018
2. Space
 - Immediate move from 54th street to BMW
 - Future Development of Master Plan for Space Planning
 - Faculty Senate Proposal- discussion only
3. Financials
4. Scheduling SPS/FPS meetings for 2018-2019

**Joint Meeting: SPS – FPS
Minutes
March 15, 2018**

Present: Anne Lopes (*SPS Chair*), Steven Titan (*FPS Chair*), Ric Anzaldúa, Ned Benton, Jim Cauthen, Kinya Chandler, Lynette Cook-Francis, Angela Crossman, Naomi Davies, Sandrine Dikambi, Mark Flower, Maki Haberfeld, Jay Hamilton, Karen Kaplowitz, Erez Lenchner, Karol Mason, Matthew Perry, Alena Ryjov, Raj Singh, Doug Salane, Charles Stone, Chinua Thomas, Fatime Uruci, and Alison Orlando (*Recorder*)

1. **Approval of Minutes from November 30, 2017.** The minutes were approved as proposed.
2. **Space.** Karol M. began by speaking about the college issues regarding space and finances. She explained that she hoped we could focus the conversation today on finding solutions to these issues using a problem solving approach. Karol M. moved on to speak about our immediate space situation. She explained that prior to her start at John Jay, she was informed that the decision was made to let our lease expire at 54th street with the intent that we would move into a space in the BMW building that CBS planned to vacate. However, in December, it came to her attention that CBS had decided not to leave the BMW building. This led to the immediate issue of not having space to house those in the 54th building once the lease expires on May 31. To address this situation, CUNY was able to secure the college space on the 10th floor of the BMW building but it is less than what is needed. After our meeting today, Karol M. will contact Judith Bergtraum to speak about our required space needs for Fall 2018, and how they can be addressed. Steve T. went over the relocation of 54th street to the 10th floor of the BMW, and the college's required needs in more detail. He explained that the space in the BMW is smaller than what we need, and that we will be short 8 seats once we move in May which includes 7 single private offices even with the total of 20 private offices that the Business Office and Human Resources have agreed to give up. The space need will increase once the new hires begin arriving in July; the addition of the new hires will result in a total need of 52 seats and 24 private offices. Kim C. noted that this is not a plan about growth but a plan about those who are here and those who we have committed to hire. Jim C. asked if we have committed to moving to the 10th floor of the BMW. Karol M. said that it is not an option to stay at 54th street so we accepted the space that was offered to us. Karol M. added that we are trying to deal with the immediate problem concerning the loss of 54th street but we also need a space plan process. She explained that the CUNY will be in a holding pattern until the new Chancellor starts; this will allow the committee to use the upcoming months to strategize and work internally on the space plan process before approaching CUNY. Ned B. expressed concerns about the timeliness of this approach but said he is willing to move forward with it. Karen K. asked if CUNY will reconfigure the space in the BMW for us. Steve T. said that the space is "as is" with some furniture but that there is no time for reconfiguration. Kim C. added that the space is structured very differently with no common spaces. Angela C. asked if we should ask for more space than what is needed to account for growth. Karol M. explained that we struggle to get what we need but she will try to get more if the opportunity exists. Matthew P. inquired if this space is long term or short term. Karol M. said that her expectation is that we will have this space for an extended period of time. Karen K. asked out of those hired, how many are faculty. Anne L. said 19 but 18 of those are replacements. Ned B. noted that it would be helpful to have a list of employees who are here from October to October to keep track of where we are

going. He explained that in this case it sounds like there is progress in faculty hiring but in reality we are just replacing. Kim C. said that she is working on this with Mark F. Steve T. then asked Ned B. if he would like to review the Faculty Senate Proposal. Ned B. said that he would like to make note of the fact that it identifies information requests that the SPS should routinely have for planning purposes.

3. **Financials.** Karol M. began by explaining that the previous assumptions in the budget did not reflect reality as they assumed flat hiring. She explained that there will be hiring and that the new budget numbers reflect this. She added that the revised FY 2018 projection now has a deficit of \$475,463 and the proposed FY 2019 has a projected deficit of \$8,362,683. Steve T. then went over a detailed presentation on the FY 2017- FY 2019 Budget Status. He first spoke about the changes to the FY 2018 budget that resulted in the projected deficit. Some items he went over included increased new hires, the University Wide Initiative Costs (UWI), and the potential impact of Excelsior. Steve T. noted that the only opportunity to close the gap for FY18 is in OTPS. Mark F. further explained that this means that the amount of OTPS that the departments have been funded thus far in CUNYfirst will be their total allocation for the year. Ned B. said that he felt that this was somewhat arbitrary. Mark F. explained that 60% of OTPS was allocated equally across departments but some did request and receive their full allocation of 100%. Karol M. said that she is open to any other ideas on how to close the gap. Ned B. said that we are now in March and that there is not enough time to drill into the budget. He noted that it would be better if the committee got more routine information, which would allow them to come up with solutions that we could work on over time. Karol M. agreed. Steve T. then spoke about the historical perspective of mid-year projections, and said that historically we usually wind up in a better place than predicted mid-year. Steve T. then also went over the projected deficit increase for FY 2019. He spoke about changes to revenue and expenditures that have a net impact on the budget for a total of \$7,800,000. Items he went over included an increase to the TAP GAP, backfilling positions, and DoIT upgrades. Ned B. said that we need a deliberate strategy examining the positions we have, and being intentional about positions we fill. Karol M. said that she is closely monitoring this. Angela C. asked about the process for moving forward with space. Karol M. said that she is going to contact Judith Bergtraum to explain our needs, and discuss next steps. Kim C. said they are going to flush out where people are going to be relocated and that Naomi is going to work on a time-line.
4. **Scheduling SPS-FPS meetings for 2018-2019.** Steve T. said that Alena R. will work on scheduling monthly meetings and putting them on the college calendar.
5. **New Business.** Anne L. shared the “Academic Affairs Planning Master Document for 2017-2018.” This is a mid-year report on what academic affairs has been doing.

**54th Street Relocation to BMW-10
and
Required Needs for Fall 2018**

	Number of Employees (Seats)	Single Private Offices	Multiple Person Offices	Number of Workstations	Number of Support Spaces
Current Location West 54th Street	92	55	13	25	14
BMW 10th	84	28	10	34	11
Shortfall/Overage*	-8	-27	-3	9	-3
Request to CUNY to Accommodate Move from 54th Street	8	7	3	1	3

Required Needs 2018**	44	17	6	18	0
New Staff starting July - September 2018					
TOTAL SPACE NEED	52	24	9	19	3

* The Business Office and Human Resources have given up 20 private offices.

** Required needs based on Academic Operations Spreadsheet Updated 03/09/2018.

Departments moving to BMW-10:

- Human Resources
- Business Office
- Academic Operations
- Marketing
- Space Planning & Capital Budget
- International Student Travel
- P2PH
- Extremist Crime Database

Faculty Senate Statement Space Planning and Management

Version 1.2 – Circulated for Comment

Adequate space, appropriately equipped and maintained, is essential for the delivery of academic programs and the support of faculty scholarship, student services, and administrative services. Acquiring appropriate space will require skillful planning and advocacy. Living within the space until more is acquired will require skillful space management. The following recommendations are intended to achieve the level of space management, planning and advocacy demanded by our circumstances.

The Importance of an Updated Facilities Master Plan

The FY 2018-2019 Capital Plan explains the central role of physical master plans in the justification and prioritization of requests for funding. *“Along with the Academic Master Plan, each campus has a trustee-approved physical master plan, developed by appropriate planning professionals in consultation with the campus facilities staff and members of the college community. Updated in 10-year cycles or as needed, these plans are the basis for the Five-Year Capital Plan Request. The physical master plans detail existing and anticipated facilities necessary to accommodate a University-approved enrollment projection for a given target date. Physical master plans are prepared and updated regularly or as warranted by changing conditions. In developing or amending physical master plans, the campuses and Central Office consider the cost and functions of proposed projects as well as the opportunities they present for fostering mutually beneficial relationships with neighboring communities.”*

John Jay College physical master plan was last updated in 1995 – 23 years ago. It is critical that the college be authorized to update our physical master plan.

It is also important that the college leadership monitors and updates the information presented by the university about our space use and space resources. The University’s 2017 campus statistics table¹ identifies, on page 8, that John Jay College has 6 buildings with 828,575 net assignable square feet (NASF) of space. However 198,160 NASF is based on the continued use of North Hall, and that space is primarily unavailable to the college for regular continuing operations, and will soon be unavailable for any use.

The attached revised analysis of the statistical report, from the CUNY Office of Facilities Planning, Construction and Management, removes North Hall from the space available to the college, reducing our available space by almost 25%.

¹ See <http://www2.cuny.edu/about/administration/offices/fpcm/departments/capital-budget/>

Campus	Actual NASF	Needed NASF	Percent of Need
Baruch	878,561	996,449	88%
Brooklyn	1,427,447	1,152,829	122%
City	1,680,652	1,087,328	146%
Hunter	1,554,162	1,402,650	113%
John Jay, without North Hall	630,415	933,644	68%
Lehman	828,575	791,508	108%
Medger Evers	316,291	488,680	64%
NYC Tech	638,007	930,839	68%
Queens	1,437,726	1,270,027	112%
Staten Island	750,872	880,443	81%
York	557,049	558,776	90%
All	10,699,757	10,493,173	96%

Based on that analysis John Jay College is among the three senior colleges with the least space, as a percent of the space needed based on CUNY space guidelines. There is only one Community College that ranks lower than John Jay.

The Role of the Strategic Planning Subcommittee in space management, planning and Advocacy

Section 9.f. of the Charter defines the role of the Strategic Planning Subcommittee (SPS):

Budget and Planning Committee:

There shall be a Budget and Planning Committee which shall be responsible for reviewing budget information, making recommendations on the financial and budgetary matters of the College, and providing guidance on comprehensive and strategic planning for the College.

- There shall be a Financial Planning Subcommittee of the Budget and Planning Committee which shall meet on a periodic basis in the development of the College’s Annual Financial Plan.
- There shall be a Strategic Planning Subcommittee of the Budget and Planning Committee which shall provide guidance to the President on comprehensive and strategic planning including development of major planning documents and accreditation studies, related process and outcome assessment and space planning.

The President, or his designee, shall make quarterly financial reports to the Budget and Planning Committee.

Space planning encompasses both short-term management and long-term planning and advocacy. Therefore the following matters should regularly come before the SPS:

- Periodic Review and Update of the College Facilities Master Plan
- Annual Review of Space Use and Assignment
- Capital Budget Requests
- Plans and Requests for Leased Space

- Procedures for Space Use Management
- Status Reports on current projects

Essential Information for Oversight of Space Planning and Management

The following information should be annually provided to the SPS.

Source	Information Requested
Vice President for Enrollment Management	Inventory of currently-available classroom space, by size and type.
Vice President for Enrollment Management with Office of Institutional Research	Inventory of class sections scheduled in classrooms, by discipline, size and type, for the prior year Fall and Spring semesters.
Vice President for Enrollment Management with Office of Institutional Research and Office of the Provost	Estimate of class sections to be scheduled in classrooms, by discipline, size and type, for the current year.
Vice President for Enrollment Management with Office of Institutional Research and Office of the Provost	Estimate of classroom spaces needed, by seating capacity and type, for the upcoming year.
Office of Facilities Management and Office of the Provost	Inventory of classroom space, by seating capacity, square footage and type, for all JJCI facilities
Office of Facilities Management and Office of the Provost	Inventory of Academic Department Office Space (faculty offices, departmental support offices, and adjunct workspaces)
Office of Facilities Management	Inventory of Administrative space
Office of the Provost and Office of Institutional Research	Inventory of space assigned for research projects and contracted projects.
Sealy Library, Office of the Provost, and Office of Facilities Management	Inventory of Library space
Office of Facilities Management	Annual statement of space need based on CUNY standards and other best practice documents

Policies and procedures for Space Management

The SPS should review and submit to the College Council a set of space management policies that provides a transparent policy and management framework for assigning and re-assigning space based on documented need, and based on strategies to make the most efficient use of space.

- Assignment and Re-assignment of Space
- Use of Space based on Grants, Contracts and Rentals to Non-College Entities
 - Cost Recovery
 - Mitigation of Impacts on Core Activities
- Space Planning and Budgeting



Master Plan and Space Needs Overview

As of Fall 2017

Campus	Master Plan Status	M.P. Projected FTES	M.P. Approved NASF	Actual FTES Fall 2016	Needed NASF for 2016 FTES	Net Assignable Square Feet (NASF)					Actual FTES vs MP FTES	Occupied vs Needed	Occupied vs Projected	
						Owned Occupied	Owned Vacant	Leased/ Temp	Non CUNY	Total				
Footnotes:		A	B	C	D	E	F	G	H	I	J	K	L	M

Senior

Baruch	2008	12,853	917,376	14,386	996,449	856,874	0	21,687	0	878,561	1.12%	0.88%	0.96%
Brooklyn	2011	16,942	1,464,755	13,374	1,152,969	1,367,829	0	41,356	18,262	1,427,447	0.79%	1.22%	0.96%
City College	1973	15,305	1,747,000	12,120	1,087,328	1,576,562	16,157	15,682	72,251	1,680,652	0.79%	1.46%	0.91%
CUNY Law	1983	450	89,570	498	127,860	127,860	0	0	0	127,860	1.11%	0.00%	1.43%
Graduate Center	1994	3,422	375,000	2,981	486,644	486,644	5,011	0	0	491,655	0.87%	0.00%	1.30%
Hunter	1999	15,492	1,725,655	17,506	1,402,650	1,277,495	117,232	46,306	113,129	1,554,162	1.13%	0.94%	0.77%
John Jay	1995	10,334	733,190	11,243	933,644	553,984	198,160	76,431	0	828,575	1.09%	0.68%	0.86%
Lehman	2004	6,588	898,463	9,079	791,508	822,669	0	29,809	35,638	888,116	1.38%	1.08%	0.95%
Medgar Evers	1995*	4,897	576,747	5,356	488,680	291,477	0	21,422	3,392	316,291	1.09%	0.64%	0.54%
NYC College of Technol	2000	10,786	990,424	12,918	930,839	549,398	529	87,413	667	638,007	1.20%	0.68%	0.64%
Queens	2006	12,772	1,485,713	15,121	1,270,027	1,371,004	1,662	52,797	12,263	1,437,726	1.18%	1.12%	0.96%
School of Journalism	N/A	0	0	258	28,036	0	0	28,036	0	28,036	0.00%	0.00%	0.00%
School of Professional	N/A	0	0	1,222	58,428	0	0	58,428	0	58,428	0.00%	0.00%	0.00%
School of Public Health	N/A	0	0	358	26,874	0	0	26,874	0	26,874	0.00%	0.00%	0.00%
Staten Island	2010	13,622	1,224,141	11,108	880,443	716,914	18,826	0	15,132	750,872	0.82%	0.81%	0.59%
York	2011	7,450	768,000	5,926	558,776	464,222	0	38,657	25,871	528,750	0.80%	0.90%	0.65%

Community

BMCC	1994*	14,418	1,177,584	20,421	1,231,599	622,491	1,384	97,806	0	721,681	1.42%	0.58%	0.61%
Bronx	2007	7,509	661,808	7,936	662,898	691,874	4,816	34,360	3,129	734,179	1.06%	1.10%	1.10%
Guttman	N/A	0	0	1,061	110,498	0	0	42,537	0	42,537	0.00%	0.38%	0.00%
Hostos	2012	6,528	540,390	4,995	445,163	350,118	32,151	30,663	2,029	414,961	0.77%	0.86%	0.70%
Kingsborough	1994	12,477	923,172	11,345	783,538	611,842	0	120,367	84,473	816,682	0.91%	0.93%	0.79%
LaGuardia	2007	11,250	887,727	14,197	919,691	921,495	56,682	105,748	5,210	1,089,135	1.26%	1.12%	1.16%
Queensborough	2001	8,428	728,339	10,768	726,004	514,687	0	41,542	820	557,049	1.28%	0.77%	0.76%

- A) Date last approved or amended, an * denotes a revision in progress; B) and C) Per approved Master Plan
 - D) FTES data from Institutional Research Report (ENRL_0006) for Fall 2016.
 - E) Needed NASF figures are derived from applying the CUNY Space Guidelines to the FTES data. Actual sqft used for CUNY Law, Graduate Center, SOJ, SPS and SPH.
 - F) Owned Occupied NASF represents all CUNY occupied NASF; excludes Vacant; Non-CUNY entities (i.e. D.O.E. High Schools) and owned temporary buildings (included in "Leased / Temp").
 - G) Owned Vacant NASF represents all vacant/under construction NASF; excludes Non-CUNY entities (i.e. D.O.E. High Schools) and owned temporary buildings (included in "Leased / Temp").
 - H) Leased / Temp NASF includes all leased and owned temporary buildings.
 - I) NASF used by Non-CUNY entities (i.e. D.O.E. High Schools).
 - J) The total of columns F + G + H + I
 - K) Column D divided by column B
 - L) Columns F + H divided by column E
 - M) Columns F + H divided by column C
- Note: Honors College is not included because its space needs are not generated by FTES. ASRC is included in Graduate Center.



Building Inventory by College

As of Fall 2017

John Jay College of Criminal Justice						
1974	54th Street Academic Annex	13,656	0	13,656	25,388	Leased
1973	BMW Building	31,862	0	31,862	43,762	Leased
1906	Haaren Hall Building	227,398	0	227,398	383,087	Owned
2011	New Building	326,586	0	326,586	662,515	Owned
1958	North Hall	198,160	0	198,160	299,222	Owned
2004	Westport Building	30,913	0	30,913	49,397	Leased
Total John Jay Owned		752,144	0	752,144	1,344,824	
Total # of Buildings = 6		Total John Jay Leased	0	76,431	118,547	
		Total John Jay	0	828,575	1,463,371	

Analysis of "Significant Statistics Fall 2017" from the Office of Facilities Planning, Construction and Management of CUNY. Report accessed 2/14/2018.

The actual NASF (Net Assignable Square Feet) for JJCCJ is 602,586. The above table is from page 8 of the document. Subtract the North Hall 228,858 from our 831444 NASF and we have 602,586 NASF.

On the main table, column L, we are reported to have 68% of our space needs. The City College is 146% of their need. Brooklyn College is 122% of their need.

Our space deficit (to reach 100% of need) is 303,229 NASF, which approximates the NASF in the New Building, or the equivalent all NASF of North Hall with two additional floors added.